

EXECUTIVE AFFAIRS & CORRESPONDENCE MANUAL

Table of Contents

1.	Introduction	5
2.	Roles of Executive Affairs/Action Offices	5
2.1	Executive Affairs (EA) Responsibilities.....	5
2.2	Action Office Responsibilities	6
2.2.1	Timeliness	6
2.2.2	A-Priorities	7
2.2.3	Taskers	7
2.2.4	Coordination/Clearance	7
	<i>Sample: NWS Coordination/Clearance Sheet</i>	9
2.2.5	Distribution	10
2.2.6	File Maintenance	10
3.	Stationery	11
4.	The Letter	11
4.1	Date	12
4.2	Inside Address	12
4.3	Salutation	14
4.4	Body of Letter	14
4.5	Complimentary Close	15
4.6	Signature Block	15
4.7	Enclosure	15
4.8	Courtesy Copy Notation	15
4.9	Blind Courtesy Copy Notation	16
4.10	Courtesy Copy Protocol Order	16
4.11	Distribution	16
4.12	Multiple Letters	17
4.13	NOAA Corporate Names	17
	<i>Sample: Non-Congressional Letter</i>	18
	<i>Sample: NWS-Controlled Congressional Letter</i>	19
	<i>Sample: NOAA/DOC Controlled Congressional Letter</i>	20
5.	The Memorandum	21
5.1	Date	21
5.2	Heading and Subject Block	22

5.3	Alternatives to the "Through" Line	22
5.4	Multiple Addressees	23
5.5	Signature	24
5.6	Attachment	24
5.7	Courtesy Copy Notation	25
5.8	Blind Courtesy Copy Notation	25
5.9	Courtesy Copy Protocol Order	25
5.10	NOAA Cover Memorandum	25
5.10.1	The Text	25
5.11	Decision Memorandum	26
5.12	Information Memorandum	26
	<i>Sample: Basic Memorandum Format</i>	27
	<i>Sample: NOAA Memorandum Format</i>	28
	<i>Sample: Memorandum of Lateness</i>	29
	<i>Sample: Decision Memorandum</i>	30
	<i>Sample: Information Memorandum</i>	31
6.	Correspondence Prepared for the Secretary/NOAA Leadership	32
6.1	Cover Memorandum for the Secretary	32
6.2	Memorandum of Lateness	32
6.3	Letter Response for the Secretary	32
6.4	Information Memorandum for the Secretary	32
6.5	Decision Memorandum for the Secretary	32
6.6	Request for NOAA Leadership Participation in an Event/Meeting	32
6.7	Briefing Summary for Meeting with the Secretary	32
6.8	Thank You Letter Following the Secretary's Travel	32
6.9	Meeting Request with Deputy Secretary	32
6.10	Meeting Request with NOAA Administrator	33
	<i>Sample: Cover Memorandum for the Secretary</i>	33
	<i>Sample: Memorandum of Lateness</i>	34
	<i>Sample: Letter Response to be Signed by Secretary</i>	35
	<i>Sample: Information Memorandum for the Secretary</i>	36
	<i>Sample: Decision Memorandum for the Secretary</i>	37
	<i>Sample: Request for NOAA Leadership Participation in an Event/Meeting</i>	38
	<i>Sample: Briefing Summary for Meeting/Event with the Secretary</i>	40
	<i>Sample: Meeting Request with Deputy Secretary Kassinger</i>	41
	<i>Sample: Meeting Request with NOAA Administrator</i>	42
7.	Assembly of the Correspondence Package	43
7.1	Outside of Folder	43
7.2	Inside, Left Side of Folder	43

7.3	Inside, Right Side of Folder	43
7.4	Assembly of Signature Folder	45
8.	Models of Address and Salutations	46
9.	Effective Written Communication	50
9.1	Abbreviations	50
9.2	Acronyms	50
9.2.1	Plurals of Acronyms	51
9.2.2	Possessives of Acronyms	51
9.2.3	Acronym Choices	51
9.3	Capitalization	51
9.4	Comma	52
9.5	Compound Words	53
9.6	Dash	54
9.7	Hyphen	54
9.8	Quotations, Commas, and Periods	54
9.9	Gender-Free Terminology for All NOAA Documents	54
9.10	"THAT"	55
9.11	"THAT" versus "WHICH"	55
9.12	Word Division	55
10.	General Guidance - Preferred Style	56
APPENDIX A: Correspondence Preparation Checklist		A-1
APPENDIX B: Grammar Usage and Style Resources		B-1
APPENDIX C: Standardized Distribution Lists		C-1

1 Introduction. This Manual governs the formulation of National Weather Service (NWS) correspondence prepared for signature by NWS senior management and for correspondence prepared for signature at the National Oceanic and Atmospheric Administration (NOAA) and Department of Commerce (DOC) levels. Our intent is to be consistent with the U.S. Government Printing Office (GPO) Style Manual. Your first point of reference is the NWS Correspondence Manual; however, as correspondence guidelines change, the Office of Executive Affairs (http://www.weather.gov/executive_affairs/) will provide guidance between routine issuances of this Manual. Inquiries about correspondence procedures may be directed to the NWS Executive Affairs (EA) staff at (301)713-0675 or nws.executive.affairs@noaa.gov

2. Roles of Executive Affairs/Action Offices.

2.1 Executive Affairs (EA) Responsibilities. NWS EA is the focal point for all tracked actions assigned by or prepared for signature by the Assistant Administrator (AA) and the Deputy Assistant Administrator (DAA), and has the following responsibilities.

- a. EA will review incoming correspondence and direct it to the appropriate office for action or information purposes. EA will assign the action, determine the due date, and prepare an NWS Action Control Sheet.

Note: The due date is the date by which the Action Office must provide a signed response. Responses needing clearance by EA should be submitted 3-4 days prior to the signature due date in order to accommodate changes, as needed.

- b. EA assigns actions via e-mail notification, with soft copy distribution via internet (Executive Log).
- c. EA will monitor due dates, remind Action Offices at a minimum the day before the signature due date, follow up on overdue actions, and report the status of correspondence to the AA on a weekly basis.
- d. EA will review all correspondence prepared for signature by the AA and DAA to ensure compliance with all NWS/NOAA/DOC correspondence procedures.
- e. EA is responsible for the electronic transmission to NOAA of all NOAA/DOC controlled correspondence. EA will retain the official file until it receives a copy of the signed and dated response from NOAA. The file will then be returned to the Action Office.
- f. EA will close a correspondence action upon receipt of the appropriate documentation from the Action Office as described in Section 2.2.1.c.

- g. EA maintains NWS format standards.

2.2 Action Office Responsibilities. The NWS Action Office is that NWS element which has primary responsibility for the subject matter of the correspondence. The Action Office should prepare a reply and assemble the correspondence package for the AA or DAA's signature. The Action Office's responsibilities are set forth below.

2.2.1 Timeliness. In order to meet due dates to EA, NOAA, DOC, or external organizations, Action Offices must adhere to the following procedures, and must ensure timely responses to all correspondence.

- a. The Action Office Director is responsible for meeting all due dates. Extensions may be granted by EA only if the Action Office shows justification. Requests for extensions of due dates must be in writing, addressed to the EA staff.

A memorandum of lateness, addressed to the Secretary and Deputy Secretary, signed by the AA, initialed by the approved authority in the bureau/office is required for extensions to DOC-controlled correspondence.

- b. Consult EA immediately if you receive correspondence which you believe has been erroneously assigned to you.
- c. If the incoming correspondence does not require a written response signed by the AA or DAA, it is the responsibility of the Action Office to advise EA what alternative action will be taken. A correspondence action cannot be closed except through a written response or statement submitted to EA. The following are examples of acceptable documentation required to close actions:
 - (1) A response may be signed at the Office Director or program officer level; a copy of the signed and dated response must be received by EA by the due date. The action number and a request to close the action based on the document must be included.
 - (2) An e-mail may be sent by a representative of the Action Office to the author of the incoming correspondence; a forwarded copy of the e-mail, including action number and a request to close the action based on the e-mail, must be received by EA by the due date.
 - (3) If a phone call to the correspondent was made by a representative of the Action Office, and no further action is required, the Action Office must e-mail EA a record of the phone call. Include the date and names of the persons

involved in the phone call along with the action number and a request to close the item based on the action taken.

- (4) If no response or action is required, advise EA of the decision via e-mail by the due date, including the action number and a request to close the action.

If the document to be signed by the AA or DAA is internally generated, any internal or external deadline known by the drafter must be indicated on the Coordination/Clearance Sheet.

As a general rule, the AA requires 3 working days on actions sent for his signature. The AA's Executive Officer and DAA usually clear actions in 1 working day. Offices are to use this guidance providing time to meet the due date.

2.2.2 A Priorities. An "**A Priority**" action is DOC/NOAA-controlled with a one-day turnaround. When preparing an "A Priority" action, there are few, if any higher priorities. Until the response is signed by the AA or DAA, an office manager and focal point from the Action Office must be available. An "A Priority" action must include clearance from the Department's Office of General Counsel, obtained by General Counsel for Weather during their clearance.

Should a bureau/office response not meet the five-day deadline for returning correspondence to the Executive Secretariat, then a memorandum of lateness will be required. The memorandum should be addressed to the Secretary and Deputy Secretary, signed at the office director level or higher (normally the first Executive Service level official in the chain of command), and initialed by the approving authority in the bureau or office. Proposed responses will not be accepted without the Statement of Lateness if the deadline has not been met.

2.2.3 Taskers. Tasks or actions assigned by the NOAA Program Coordination Office (P.O.), generally with a short turn around. Taskers are forwarded to NWS via e-mail from P.O. and can be responded via e-mail; however normal NWS coordination, discussed below, applies. Remember the change: designated "TASKERS" must be signed by W.

2.2.4 Coordination/Clearance. It is the responsibility of the Action Office to determine and obtain clearance from all necessary organizational elements. For actions submitted for AA/DAA signature, this must be completed prior to EA submission.

It is recommended the Action Office give the following instructions to those providing signature clearance:

A) CLEARED

- 1) Clear the document with "no comments."
- 2) Clear the document and add STYLE comments: punctuation and/or preferred wording

recommendations.

3) Clear the document and add OTHER comments: other recommendations, concurrence with comments from other clearances already received, and/or other "non-fatal" comments.

B) NON-CONCURRENCE

1) Withhold clearance, but must include SUBSTANCE comments. Specificity in recommended changes and/or wording is strongly encouraged.

If non-concurrence, a) revise the package, but re-clears aren't necessary; b) redraft and re-clear the package; or c) refute the comments and include both comments/refutation in the package.

All responses to congressional and Cabinet-level correspondence will be coordinated/cleared as follows.

- a. **General Counsel for Weather (GCW).** All responses prepared for signature at the Department level or at the NOAA level, must be coordinated with GCW. GCW clearance and/or comments must be part of the correspondence package submitted to EA. GCW will coordinate clearance by OGC.
- b. **Legislative Affairs for Weather (LAW).** All responses to Members of Congress or Members of the President's Cabinet must be coordinated with LAW. LAW clearance and/or comments must be part of the correspondence package submitted to EA.
- c. **Regional Offices.** All responses to Members of Congress must be coordinated with the appropriate Region. If the issue involves setting national policy, the Director must coordinate/clear on the response; otherwise, coordination may be below the Director level.

NOTE: All congressional correspondence received directly by Regional Offices should be forwarded to EA for assignment and tracking.

In addition to the above coordination guidelines for congressional responses, several other specific issues require additional coordination.

- d. **Correspondence for Signature at DOC/NOAA.** All correspondence to be forwarded to NOAA or DOC for signature must be coordinated with GCW. GCW clearance and/or comments must be part of the correspondence package submitted to EA.
- e. **Programs Affecting Several Offices or Regions.** All responses to correspondence

regarding issues that affect more than one program office or region must be coordinated/cleared with those other offices (e.g., NOAA Weather Radio, missed warnings, office closures).

- f. **Financial or Budget Issues.** All responses regarding financial or budget issues must be coordinated and cleared with the Office of the Chief Financial Officer/Chief Administrative Officer (OCFO).
- g. **Personnel Issues.** All responses regarding personnel issues must be coordinated and cleared with OCFO and with the Human Resources office.
- h. **NWSEO Issues.** All responses regarding NOAA's National Weather Service Employees Organization must be coordinated and cleared with the OCFO, OGC's Employment and Labor Law Division, and NOAA's Consulting Services Division.
- i. **Regulatory/Administrative Issues.** Correspondence on regulations or civil and administrative cases must be cleared by GCW.
- j. **MOAs and MOUs.** Memoranda of Agreement and Memoranda of Understanding must be cleared with OCFO, GCW and the DOC General Counsel.
- k. **OIG and GAO Issues.** All responses to the Office of Inspector General (OIG) and the Government Accounting Office (GAO) audits must be cleared by OCFO. Responses to IG investigations should receive minimal clearance and minimal distribution.
- l. **FOIA Responses.** All responses to Freedom of Information Act (FOIA) requests must be cleared by GCW and OCFO.

NOTES: (1) Clearance by the appropriate Region/Office/Staff director must be obtained on all correspondence packages and indicated on the Coordination/Clearance Sheet. An example of the NWS Coordination/Clearance Sheet follows this section. Additional clearances (e.g., from Branch and Division staff) are **not** included on the Coordination/Clearance Sheet.

Template/Instructions for NWS Coordination/Clearance Sheet:

BACKGROUND	Preferably one, no more than two, paragraphs explaining the action-forcing event.
DISCUSSION	Brief statement of issues - 2-3 paragraphs. This section replaces the Executive Summary (inside left). The Executive Summary will then only include background documentation.

RECOMMENDATION	First sentence says what you want AA/DAA to do (e.g., sign). One or two additional sentences tell what the recommendation is.
-----------------------	--

Reference Number

Drafted by

DUE:

Coordination/Clearance:

Routing Code, Print Name, and Signature	Date:	Routing Code, Print Name, and Signature	Date:

Sample NWS Coordination/Clearance Sheet:

BACKGROUND	Proposed letter response from Secretary Evans to Senator Jeffords (VT) advising NOAA's NWS will conduct snow study to determine potential hydrologic contribution to Lake Champlain flooding for major snowstorms.
DISCUSSION	The University of Vermont (UVM), through Senator Jeffords office, is developing inundation models for the Lake Champlain basin. They are requesting NWS-sponsored research from the Northeast RFC to determine relative hydrologic contributions to their modeling efforts. NWS previously declined the university's request due to other modeling research priorities. DoC relayed Senator Jeffords called Secretary Evans requesting his support for NWS assistance.
RECOMMENDATION	Sign transmittal memo to VADM Lautenbacher. Response from Secretary Evans to Senator Jeffords advises NWS will assist UVM, and provides Northeast RFC HIC as point of contact.

WebCims 4719

Drafted by T. Henderson, W/OHD12 301.713.2467x177

DUE: 2/12/04

Coordination/Clearance:

Routing Code, Print Name, and Signature	Date:	Routing Code, Print Name, and Signature	Date:
W/OHD - G. Carter	2/5/04	LAW - S. Carter	2/5/04
W/ER - D. Gulezian	2/5/04	Wx11 - C. Wallace	2/5/04
GCW - G. Tallia	2/5/04	Wx1 - J. Jones	2/6/04
W/EA - edits	2/5/04		

2.2.5 Distribution. After signature by the AA/DAA, EA will date stamp the response, make copies for its files, and return the original response and file to the Action Office for distribution.

2.2.6 File Maintenance. It is the responsibility of the Action Office to maintain the official file

(with incoming, list of clearances, etc.) for all correspondence unless other arrangements are agreed upon between EA and the Action Office.

3. Stationery. The stationery used should be that of the person signing the correspondence. All correspondence prepared for the signature of the AA for Weather Services and the DAA for Weather Services must be submitted to EA on the appropriate letterhead. Within the NWS headquarters, the AA, the DAA, and OCFO each have their own letterhead. Letterhead for the AA and the DAA may be obtained only from EA.

All correspondence prepared for signature by other persons located at NWS headquarters in Silver Spring, Maryland, is printed on standard NWS stationery.

Correspondence prepared for signature by officials at NOAA and DOC should be submitted to EA on plain paper as all correspondence sent for NOAA signature is a draft. This correspondence will be electronically transmitted to the NOAA Executive Secretariat where it will be printed in final form on the appropriate letterhead and submitted for signature.

4. The Letter. The letter format is used for communications addressed to an individual or organization outside NWS/NOAA/DOC. It is also used for personalized communications, such as letters of appreciation, etc., addressed to an individual or organization within NWS. As a general rule, our reply will be in the same form as that received. Therefore, if we receive a letter, we will (generally) return correspondence in letter format.

Letters prepared within NWS fall into four categories:

1. Non-Congressional letters
2. NWS-Controlled Congressional letters
3. NOAA/DOC-Controlled Non-Congressional letters
4. NOAA/DOC-Controlled Congressional letters

See the sample letters at the end of this section and at the end of Section 6 (regarding correspondence prepared for the Secretary).

The appearance of your letter is as important as the content. The format of all letters should be consistent with the following guidelines:

Use MS Word when creating documents for AA/DAA signature.

- a. Utilize Times New Roman font with 12-point print style on all correspondence.

Boldface, italics, or underlining should not be used for emphasizing text.

- b. Do not indent paragraphs; unless the letter is for signature of the Secretary.
- c. Always put two spaces after a period at the end of a sentence.
- d. All letters are to be centered on the page from top to bottom.
- e. Always set margins at 1 inch on all sides.
- f. Use left-justification.
- g. All NWS/NOAA/DOC correspondence is to be single spaced. Double space between paragraphs.
- h. Keep letters to one page whenever possible. If necessary, use an enclosure to relay information. If the letter must be more than one page, beginning on the second page, enter the number only—do not use dashes or parentheses. Begin the body of the correspondence four lines down from the page number.

4.1 Date. For documents signed in your office, stamp the date just above the inside address and slightly to the right of center, under the letterhead. Be sure the date stamped is legible. Do not date stamp correspondence that will be signed in another office.

4.2 Inside Address. Type the inside address flush with the left margin. On the first line, type the addressee's appropriate title, (e.g., Mr., Mrs., Ms., Dr., Professor, The Honorable), followed by the full name. If it is not known whether the addressee is a man or a woman, omit the title. For example, use "Lee Doe" (Dear Lee Doe:).

On the second line, type the addressee's title, followed by the name of the organization—this may be carried over to the third line, if necessary. When carrying an organization name over to the next line, indent two spaces.

Example:

Mr. Mike Melton
Director, Colbert County Emergency
Management Agency
120 West Fifth Street
Tuscumbia, Alabama 35674

If the individual's title is lengthy, (e.g., Chairman of the Board or Chief Executive Officer), put it on the

second line by itself and the company's name on the next line.

Example:

Mr. Gerard F. Scannell
President and Chief Executive Officer
National Safety Council
1025 Connecticut Avenue, N.W.
Washington, D.C. 20036-5405

Spell out the name of the organization exactly as it appears on the letterhead. Do not use abbreviations unless they are used on the firm's letterhead.

NOTE: If correspondence is received from the Chair of a Senate or House committee who is writing on behalf of that committee, address the correspondent in that role.

Example:

The Honorable John McCain
Chairman, Committee on Commerce, Science,
and Transportation
United States Senate
Washington, D.C. 20510-6125

Suite/room numbers are not included in the inside address. They should only be shown on the envelope.

If the address reflects both a post office box number and a street address, only the street address should be reflected in the inside address. However, if only a post office box number is given (no street address), then show the post office box on the inside address.

Spell out the name of the state in the inside address. Do not use two-letter state abbreviations, except for Washington, D.C. However, abbreviations may be used on the envelope. Put two spaces between the state and the zip code. If known, use the full nine-digit zip code on the outgoing letter and envelope.

"Attention" lines are only acceptable if the incoming correspondence requests that the response be directed to someone on the writer's staff. (This often occurs in congressional correspondence.) Use the following format.

Example:

The Honorable Constance Morella
House of Representatives
ATTN: John Howard
Washington, D.C. 20515-1122

4.3 **Salutation.** Type the salutation two lines below the inside address block. A colon follows the salutation. Always use the formal salutation; the signer may personalize the salutation if desired.

Examples:

Dear Mr. Jones: Dear Ms. Smith:

Address all women as "Ms." unless the incoming correspondence specifically indicates a preference for "Mrs.," "Miss," or some other title.

When corresponding to a company and no person's name is given, then use the following salutation:

Dear Sir or Madam:

When corresponding to a Chair of a congressional committee or sub-committee, address the person by that title.

Examples:

Dear Mr. Chairman: Dear Madam Chair:

See the Appendixes for models of address and salutations.

4.4 **Body of Letter.** Do not indent paragraphs (see note below). Begin the first paragraph of each letter with "Thank you for your letter regarding..." followed by a brief description of the subject of the incoming letter. If the letter is unfavorable to NWS, it is appropriate to begin: "This is in response to your letter regarding..."

Double space between paragraphs. The first and last paragraphs may be one sentence. All other paragraphs must be more than one sentence.

There should only be one "thank you" in a letter. The last paragraph might read "We appreciate your interest ..." or "Your interest is appreciated ...," depending on the tone of the letter.

NOTE: The first line of each paragraph should be indented (one tab position) on letters being forwarded to Secretary for signature.

4.5 Complimentary Close. Double space between the final paragraph of the letter and the complimentary close. The complimentary close used by NWS/NOAA/DOC is "Sincerely" and should be placed slightly to the right of the center of the page.

4.6 Signature Block. Type the name of the signer five lines below the closing. The title is not necessary when it is shown on the letterhead. In cases where the letterhead does not indicate the title of the signer, type both the name and the title.

Examples:

Sincerely,

Sincerely,

Name

Name

Title

Carryover Title

4.7 Enclosure. If additional material is to be included with the letter, type the word "Enclosure" (or "Enclosures" for more than one item) two line spaces below the signature block, flush with the left margin. If a letter has an enclosure, the text should include a reference to it.

Examples:

A list of NWS employees is enclosed.

Enclosed is a summary of the report.

NOTE: "Attachment" is not used for letters; it is used for memoranda.

4.8 Courtesy Copy Notation. The use of "cc:" is discouraged on letters addressed to individuals or organizations outside of NWS. However, if the letter is referring the addressee to someone, include a cc: to that person. If information or courtesy copy (cc) distribution is shown on the original to inform the addressee as to the other recipients, type the "cc:" notation flush with the left margin, two lines below the last typed line. Insert two spaces after the "cc:" notation, and type the recipient's name. Do not use routing codes to a person outside NOAA. For more than one recipient, type each name on a separate line, directly under the first name.

Example:

cc: Mary Johnson, NASA
Paul Jones, FAA

If the writer wishes to show that the individuals receiving copies are receiving (or are not receiving) enclosures, it is noted as follows:

cc: Mary Johnson, NASA (w/enclosure)
Paul Jones, FAA (w/o enclosure)
or

bcc: Leon Graves, FAA (w/o enclosure)

Note: Letters of appreciation cc's should go to appropriate Office/Regional Director

4.9 Blind Courtesy Copy Notation. If the writer wishes copies of the letter be distributed without the list being shown on the original, the blind courtesy copy (bcc) notation is typed on a separate page (for use by the Action Office). Use the same format used for the courtesy copy notation.

Example:

bcc: Mary Johnson, NASA
Paul Jones, FAA

NOTE: Indicate only one NWS bcc for each program office included in the bcc list; that office can then do its own internal distribution.

4.10 Courtesy Copy Protocol Order. Entries in cc and bcc lists should be listed in protocol order as follows:

Outside DOC	W/OS
DOC	W/OST
NOAA	W/OHD
W	W/OPS
Wx1	W/ER
W/CFO	W/SR
W/CIO	W/CR
W/EEO	W/WR
W/IA	W/AR
W/SP	W/PR
W/COM	W/NP

4.11 Distribution. After signature by the AA/DAA, EA will date stamp the response, make copies for its files and return the original response to the Action Office for distribution.

4.12 Multiple Letters. When preparing a letter to more than eight (8) addressees for the signature of the AA or DAA (such as award or recognition letters), submit one completed letter for signature along with a complete list of names, addresses and salutations for the remainder of the addresses. The list should be formatted as follows: single spacing within each address; double-spacing between last line of address and salutation; and double-spacing between salutation and next name. (Prepare separate letters when sending to less than 8 addressees.)

Examples: Mr. Joseph Price
 2335 Broad Street
 Anyplace, Pennsylvania 22344

Dear Mr. Price:

 Mrs. Gladys Smythe
 56734 Glenhaven Lane
 Jonesville, Tennessee 33456

Dear Mrs. Smythe:

Place the list of addressees on the left inside of the folder.. The remainder of the letters will be signed using the autopen on electronic versions of the letters.

In order to use the autopen process, a disk must be submitted to EA containing (1) the list of addressees, formatted as stated above; and (2) the completed letter.

4.13 NOAA Corporate Names. The term “NOAA” should be used to precede the official organization name, “NOAA’s National Weather Service” on all correspondence, memoranda, web sites, and other references to your organization.

However, “NOAA” may not be used preceding the official organization name in a legally binding document or any other document that is mandated by law or regulation, i.e., grants, contracts, memorandum of understanding, reports to Congress, etc.

Note: Acronyms should continue to reflect the official name, NWS.

Sample: Non-Congressional Letter

(to be dated when signed)

Mr./Dr./Ms./Mrs. (Name)
4567 Hometown Lane
Mytown, Mystate 12345-6789

Dear Mr./Dr./Ms./Mrs. (last name):

[Times New Roman; 12-point; no indent, unless for signature of the Secretary; centered on page] Begin the first paragraph of each letter with "Thank you for your letter dated June 22, 2001,-regarding..." followed by a brief description of the subject of the incoming letter. If the letter is unfavorable to NWS, it is appropriate to begin: "This is in response to your letter dated June 22, 2001, regarding..."

Double space between paragraphs. The first and last paragraphs may be one sentence. All other paragraphs must be more than one sentence.

There should only be one "thank you" in a letter. The last paragraph might read "We appreciate your interest..." depending on tone of the letter.

Sincerely,

Name

Enclosure

cc: Charles Forrest

For non-NOAA-Controlled letters, show on NWS file copy only:

bcc: W/OS - Gregory Mandt
W/OPS - John McNulty

For NOAA-Controlled letters, show on NWS file copy only:

bcc: ES [and other offices as appropriate; do **not** include the offices listed in NOAA's cc notation on its control sheet; NOAA ExecSec will send copies to those offices]
Control# 45678

Sample: NWS-Controlled Congressional Letter

(to be dated when signed)

The Honorable (Name)
House of Representatives
Washington, D.C. 20515-6210

Dear Representative (last name):

[Times New Roman; 12-point; no indent, unless for signature of the Secretary; centered on page] Begin the first paragraph of each letter with "Thank you for your letter dated June 22, 2001, [on behalf of (name of constituent if there is one)] regarding..." followed by a brief description of the subject of the incoming letter. If the letter is unfavorable to NWS, it is appropriate to begin: "This is in response to your letter dated June 22, 2001, regarding..."

Double space between paragraphs. The first and last paragraphs may be one sentence. All other paragraphs must be more than one sentence.

There should only be one "thank you" in a letter. The last paragraph might read "We appreciate your interest..." depending on tone of the letter. Also include in the last paragraph, if appropriate, a contact for further information. If the letter is to the Member of Congress: "If you have any questions, please contact (name) of the NOAA Legislative Affairs Office at 202-xxx-xxxx." If the response is addressed directly to the constituent, by request of the Member of Congress: "If you have any questions, please contact (name of contact person in the field) at xxx-xxx-xxxx."

Sincerely,

Name

Enclosure

cc: Representative (Name)'s D.C. office
(if original sent to other office by request of Member of Congress)

Show on NWS file copy only:

bcc: GCW, LAW, [and other offices as appropriate for clearance and/or coordination]

Sample: NOAA/DOC Controlled Congressional Letter

(to be dated when signed)

The Honorable (Name)
United States Senate
Washington, D.C. 20515-6210

Dear Senator (last name):

[Times New Roman; 12-point; no indent, unless for signature of the Secretary; centered on page] Begin the first paragraph of each letter with "Thank you for your letter [on behalf of (name of constituent if there is one)] regarding..." followed by a brief description of the subject of the incoming letter. If the letter is unfavorable to NOAA, it is appropriate to begin: "This is in response to your letter regarding..."
If the letter is to be signed by the AA or DAA, refer to the date of the incoming letter in your response in NOAA/DOC-controlled congressional correspondence. If the letter is to be signed by the Under Secretary or the Secretary, do not refer to the date of the incoming letter.

Double space between paragraphs. The first and last paragraphs may be one sentence. All other paragraphs must be more than one sentence.

There should only be one "thank you" in a letter. The last paragraph might read "I appreciate your interest..." or "Your interest is appreciated..." depending on tone of the letter. Also include in the last paragraph, if appropriate, a contact for further information. If the letter is to the Member of Congress: "If you have any questions, please contact (name) of the NOAA Legislative Affairs Office at 202-xxx-xxxx."

Sincerely,

Name

Enclosure

For NOAA-Controlled letters, show on file copy only:

bcc: ES [and other offices as appropriate; do **not** include the offices listed in NOAA's cc: notation on its control sheet; NOAA ExecSec will send copies to those offices]
Control# 45678

5. **The Memorandum.**

Memos prepared within NWS fall into several categories. Although all memos follow the basic format, the purpose of the memo affects additional features. See the samples of memos at the end of this section and at the end of Section 6 (regarding correspondence prepared for the Secretary) for additional guidance.

NOTE: All memoranda addressed to the Under Secretary, Assistant Secretary, and Deputy Under Secretary must be prepared for signature by the Assistant Administrator.

All memoranda addressed to the Secretary must be prepared for signature by the Under Secretary and must be accompanied by a NOAA Cover memo from the AA to the Under Secretary.

The appearance of your memorandum is as important as the content. The format of all memos should be consistent with the following guidelines.

- a. Times New Roman font with 12-point print style is recommended on all correspondence. Boldface, italics, or underlining should not be used for emphasizing text.
- b. Do not indent paragraphs.
- c. Always put two spaces after a period at the end of a sentence.
- d. All memos should start at least eight lines below the printed letterhead. When necessary, the memo may begin higher on the page to keep the memo to one page. Memos are **not** centered on the page.
- e. Set margins at 1 inch on all sides.
- f. Use left-justification.
- g. All NWS/NOAA/DOC correspondence is single spaced. Double space between paragraphs.
- h. Keep memoranda to one page whenever possible. If necessary, use an attachment to relay information. If the memorandum must be more than one page, beginning on page 2, type the number one inch from the top, in the center of the line. Type only the number—do not use dashes or parentheses. Begin the body of correspondence four lines down from the page number.

5.1 **Date.** For documents signed in your office, stamp the date just above the heading and subject block and slightly to the right of center, under the letterhead. Be sure the date stamped is legible.

Do not date correspondence that will be signed in another office.

5.2 Heading and Subject Block. Begin the memorandum eight lines from the top. In order to keep the memorandum to one page in length, you may begin higher on the page, but no less than four lines from the top. Memoranda are not centered on the page.

Flush with the left margin, type the words "MEMORANDUM FOR:" Tap the space bar two times and type the name of the individual to whom you are sending the memorandum. Directly below, in line with the first letter of the first name, type the individual's title (if any). Indent two spaces if a second line is needed for the title. If there is no title, then type the office in which the person works.

Drop down two lines and type the word "FROM:" flush with the left margin. Type the name of the sender so it starts in the same column as the name of the person to whom the memorandum is addressed. If the memo is not being prepared on the sender's letterhead, the sender's title must be shown directly under the name. Indent two spaces for any carryover lines of the title.

Drop down two more lines and type the word "SUBJECT:" flush with the left margin. Start the title of the subject at the same point as the names in the two lines above. If the subject is more than one line in length, do **not** indent the subsequent line(s), begin each line directly below the first word in the subject line. Drop down **three** lines and begin the body of the memorandum.

Do not indent paragraphs.

Example:

MEMORANDUM FOR: (Name)
Under Secretary of Commerce for
Oceans and Atmosphere

FROM: (Name)

SUBJECT: XX
XXXXXXXXXXXX

The title of the person identified in the "FROM" line is not typed unless the sender's title is not printed on the letterhead.

5.3 "Through" Line. The use of "Through" lines is discouraged due to timely back and forth which could occur if the memo is edited between the time it is signed by the Action Office and prior to AA's signature. The use of a concurrence line is the recommended alternative.

- a. Add a concurrence line at the bottom of the memorandum, e.g.:

John E. Jones, Jr.
Deputy Assistant Administrator
for Weather Services

Date

Concur

Do not concur

5.4 Multiple Addressees. If the memorandum is going to two individuals and you want to include their titles, address as follows:

MEMORANDUM FOR: (Name)
Director, Office of Science & Technology

(Name)
Director, Office of Operational Systems

When addressing memoranda to the NWS Office Directors and Regional Directors as a group, the memorandum should be addressed as follows:

MEMORANDUM FOR: Directors, NWS Headquarters Offices
Directors, NWS Regions

When addressing memoranda to all NWS elements, the memorandum should be addressed as follows:

MEMORANDUM FOR: Directors, NWS Headquarters Offices
Directors, NWS Regions
NWS Staff Offices

If your office is sending a memorandum to all NWS elements that will not be signed by the AA or DAA, add them to the cc list.

If you use *Directors, NWS Headquarters Offices*, the following offices would receive copies.

Chief Financial Officer/Chief Administrator Officer
Chief Information Officer
Office of Climate, Water, and Weather Services
Office of Science & Technology
Office of Hydrologic Development
Office of Operational Systems

If you use *Directors, NWS Regions*, the following offices would receive copies.

Eastern Region
Southern Region
Central Region
Western Region
Alaska Region
Pacific Region
National Centers for Environmental Prediction

NOTE: The Tropical Prediction Center/National Hurricane Center, Storm Prediction Center, Aviation Weather Center, Central Operations, Environmental Modeling Center, Hydrometeorological Prediction Center, Ocean Prediction Center, and Climate Prediction Center fall under the National Centers for Environmental Prediction organizationally, which is a regional office.

If you use *NWS Staff Offices*, the following offices would receive copies.

Equal Employment Opportunity Office
International Activities Office
Strategic Planning and Policy Office
Communications Office

See the Appendixes for the standardized NWS distribution lists.

If you have more than two addressees who do not comprise a standardized group like those listed above, address the memo to "Distribution." Type "Distribution:" flush with the left margin, two lines below the last line of text. Drop down a line and begin a list of the individuals. The use of routing codes is appropriate on distribution lists for memoranda.

Example:

Distribution:
W/Wx1 - John Jones
W/CIO - Paul Chan
W/OPS - John McNulty
W/WR - Vickie Nadolski

Entries in distribution lists should be in the protocol order shown below in the Courtesy Copy Protocol Order section. If a memo contains both a distribution list and a courtesy copy notation, list distribution first. Start the cc notation two lines below the distribution list.

5.5 Signature. Signature on the memorandum is to the right of the typewritten name on the "FROM:" line.

5.6 Attachment. Type "Attachment" two lines below the last line of text in the memorandum.

“Attachment” always precedes a distribution list or a courtesy copy notation. As noted, "Attachment" is used when writing memoranda, and "Enclosure" is used when writing letters.

5.7 Courtesy Copy Notation. If courtesy copy distribution is shown on the original to inform the addressees as to the other recipients, type the “cc:” notation flush with the left margin, two lines below the last typed line. Insert two spaces after the “cc:” notation, and type the recipient's name. If there is more than one recipient, list the second and succeeding names on separate lines, below the first recipient. The use of routing codes is appropriate on memorandum.

Example:

cc: W/SP - Edward Johnson
W/OS - Gregory Mandt

5.8 Blind Courtesy Copy Notation. If the writer wishes that copies of the memo be distributed without the list being shown on the original, the blind courtesy copy (bcc) notation is typed on the NWS file copy only. Use the same format used for the courtesy copy notation.

NOTE: Indicate only one bcc for each program office included in the bcc list; that office can then do its own internal distribution.

5.9 Courtesy Copy Protocol Order. Entries in cc, bcc, and distribution lists should be in protocol order as follows:

Outside DOC	W/OS
DOC	W/OST
NOAA	W/OHD
W	W/OPS
Wx1	W/ER
W/CFO	W/SR
W/CIO	W/CR
W/EEO	W/WR
W/IA	W/AR
W/SP	W/PR
W/COM	W/NP

5.10 NOAA Cover Memorandum. Correspondence drafted by NWS for DOC/NOAA requires a cover memorandum. The cover memorandum documents the approval of the correspondence being forwarded. The format for the cover memo is the same as that for the basic memo.

5.10.1 Text. It is **not** necessary to restate the incoming correspondence or summarize the response, provided that all issues are answered and no additional background information is necessary. The signer

will not sign without reading the correspondence.

Please state the NOAA/DOC control number in the "SUBJECT" line if one has been assigned.

5.11 Decision Memorandum. To recommend an action by or obtain approval from the AA or DAA for a certain activity, a decision memorandum is appropriate. This form of memo is also used when the AA or DAA seeks approval or action from the Under Secretary or Secretary. The content should concisely present the facts, necessary background, and a recommendation. The recommendation should be expressed so it can be approved or disapproved.

See the sample Decision Memorandum at the end of this section for guidance on format and content. Also see Section 6 for guidance on preparing a decision memorandum to the Secretary.

5.12 Information Memorandum. To advise the AA or DAA, an information memorandum is appropriate. Examples of the use of this type of memo are power outages, computer problems, etc. This form of memo is also used to inform the Under Secretary or Secretary.

The content should concisely present the facts.

See the sample Information Memorandum at the end of this section for guidance on format and content of this type of memo. Also see Section 6 for guidance on preparing an information memorandum to the Secretary.

NOTE: When preparing either a Decision Memorandum or Information Memorandum, particularly for the Under Secretary or Secretary, provide relevant supporting legal documentation. If the justification for a recommended decision, or the information being conveyed, is based upon an Office of Management and Budget circular or regulatory or statutory language, include that source. It is not necessary to include the full regulation or statute or circular; in most cases, this supporting language should be no more than a few paragraphs.

Sample: Basic Memorandum Format

(to be dated when signed)

MEMORANDUM FOR: Name

(All memos to, or for the signature of, officials
in NOAA must use the title; do not use routing
codes. Indent any carryover lines by two spaces.)

FROM: Name

SUBJECT: A brief statement of what the memo is about, usually
no more than 10 words; do not indent carryover lines

[Times New Roman; 12-point; no indent; start memo 8 lines down, see above exception.] The text
starts triple spaced (two blank lines) below the SUBJECT line. Text is always single spaced, with
double line spaces between paragraphs.

XX
XX.

Attachments

cc: Johnny Boone

Show on file copy only:

bcc: W/OS - Gregory Mandt
W/OPS - John McNulty

Sample: NOAA Memorandum Format

(To be dated when signed)

MEMORANDUM FOR:

FROM:

SUBJECT:

Name of Correspondent:

Subject/Issues Raised by Correspondent:

Major Points in the Response:

Potential Controversy:

Other Pertinent Information:

Clearance Comments:

Contact Person:

Sample: NOAA Memorandum of Lateness

MEMORANDUM FOR: Name
 Title
 Carryover Title

FROM: Name

SUBJECT: Memorandum of Lateness for (A brief statement of what the memo is
 about, usually more than 10 words; do not indent carryover lines)

[Times New Roman; 12-point; no indent; start memo 8 lines down, see above exception.] The text starts triple spaced (two blank lines) below the SUBJECT line. Text is always single spaced, with double line spaces between paragraphs.

XXX
XX.

Sample: Decision Memorandum

(to be dated when signed)

DECISION MEMORANDUM FOR THE (Title)

FROM: Name

SUBJECT: xxxxxxxxxxxxxxxx
[Times New Roman; 12-point; no indent; start memo 8 lines down from the top of the page]

I. ACTION-FORCING EVENT: (The nature of the event requiring or suggesting action – and the degree of flexibility associated with it.)

II. ANALYSIS: (e.g., outline history, current status)

III. RECOMMENDATION:

IV. DECISION:

___Approve___Approve as amended___Reject ___No action

NOTES:

(1) Where necessary, tabs may be attached to Decision Memoranda. However, as in the case of other written materials, brevity is important. Seldom should a Decision Memorandum be longer than one or two pages, and tabs, whenever possible, should be limited to five or less.

(2) When preparing a Decision Memorandum, particularly for the Under Secretary or Secretary, provide relevant supporting legal documentation. If the justification for a recommended decision is based upon an OMB circular or regulatory or statutory language, include that source. It is not necessary to include the full regulation or statute or circular; in most cases, this supporting language should be no more than a few paragraphs.

Sample: Information Memorandum

(to be dated when signed)

INFORMATION MEMORANDUM FOR THE (Title)

FROM: Name

SUBJECT: xxxxxxxxxx
[Times New Roman; 12-point; no indent; start memo
8 lines down from the top of the page]

I. SUMMARY
(Three sentences or less)

II. DISCUSSION
(Please be concise)

NOTES:

(1) Information Memoranda should **not** raise issues for decision.

(2) When preparing an Information Memorandum, particularly for the Under Secretary or Secretary, provide relevant legal documentation. If the information being conveyed is based upon an OMB circular or regulatory or statutory language, include that source. It is not necessary to include the full regulation or statute or circular; in most cases, this supporting language should be no more than a few paragraphs.

6. Correspondence Prepared for the Secretary. All documents prepared for submission to the Secretary are presented through and by signature of the Under Secretary of Commerce for Oceans and Atmosphere. There are special formats for specific documents prepared for the Secretary, as set forth below.

6.1 Cover Memorandum for the Secretary. A cover memo from the Under Secretary to the Secretary is submitted whenever the Secretary's signature is required (e.g., a DOC/NOAA controlled letter to be signed at the Secretary level). See Section 5 for guidance on general format of the cover memo.

6.2 Memorandum of Lateness. In preparing a response to an A Priority, should the response not meet the five-day deadline for returning correspondence to the Executive Secretariat, then a memorandum of lateness will be required.

6.3 Letter Response for the Secretary. Letters prepared for the Secretary's signature contain specific language regarding the contact for additional information, and may use a complimentary close different from that for the Assistant Administrator and the Under Secretary. See sample for guidance.

6.4 Information Memorandum for the Secretary. This memo is used to transmit information the Secretary has a real need to know. Examples would be reports of severe storm damage, computer problems, etc.

6.5 Decision Memorandum for the Secretary. If the Assistant Administrator wishes to obtain approval from or recommend an action by the Secretary for a certain activity, a decision memorandum is required. See requirements for cover memo (6.1).

6.6 Request for NOAA Leadership Participation in an Event/Meeting. This document is used whenever a request is made for NOAA Leadership to attend/participate in a non-NOAA event.

6.7 Briefing Summary for Meeting with the Secretary. This document is used whenever a meeting with the Secretary has been scheduled and a briefing is necessary. It must be submitted to the Under Secretary for signature prior to the meeting. The Under Secretary will then sign the briefing and submit it to the Secretary.

6.8 Thank You Letter Following the Secretary's Travel. The office that prepares the briefing material for a given trip event is responsible for preparing a thank you letter related to the event. The thank you letter should be prepared immediately after the Secretary's return from foreign or domestic travel, and must be received by the Office of the Secretary within three work days after the return from travel.

6.9 Meeting Request with Deputy Secretary. This document is used when scheduling a meeting with the Deputy Secretary Bodman.

6.10 Meeting Request with NOAA Administrator. This document is used when requesting a meeting with Vice Admiral Lautenbacher.

Samples of the various memos and other documents prepared for the Secretary follow.

Sample: Cover Memorandum for the Secretary

(to be dated when signed)

MEMORANDUM FOR THE SECRETARY

FROM: Conrad C. Lautenbacher, Jr.
Vice Admiral, U.S. Navy (Ret.)

SUBJECT: State the actual subject, not "Response to James Brown."
Keep the subject line as brief as possible.

[Times New Roman; 12-point; no indent; start 8 lines down from the top of the page] Start the text with "Forwarded for your approval and signature is a letter to (name) regarding the (subject matter)..." Follow this with a few lines describing the contents of the letter.

Attachment

Recommendation

That you sign the attached letter.

Clearances: See attached NOAA clearance sheet.

Executive Secretariat Clearance:

Fred L. Schwien
(This name will change
frequently)

Date

Sample: Memorandum of Lateness

MEMORANDUM FOR THE SECRETARY

FROM: Conrad C. Lautenbacher, Jr.
Vice Admiral, U.S. Navy (Ret.)
Under Secretary of Commerce for
Oceans and Atmosphere

SUBJECT: Statement of Lateness for Secretarial Correspondence

[Times New Roman; 12-point; no indent; start 8 lines down from the top of the page] Start the text with an explanation of why the response is late. (There are legitimate reasons for a response being delayed, e.g., a major decision affecting the response is about to be announced, information simply not available, etc. Workload and bureau/office priorities are not valid excuses. As stated previously, for the Commerce employee tasked with preparing an item for Secretary or Deputy Secretary signature, there are few, if any, higher priorities.) Follow this with a few lines describing the contents of the correspondence.

35

Sample: Information Memorandum for the Secretary

(to be dated when signed)

INFORMATION MEMORANDUM FOR THE SECRETARY

FROM: Conrad C. Lautenbacher, Jr.
Vice Admiral, U.S. Navy (Ret.)
Under Secretary of Commerce for
Oceans and Atmosphere

SUBJECT: [Times New Roman; 12-point; no indent; start 8 lines down]

- I. SUMMARY
(Three sentences or less)
- II. DISCUSSION
(Please be concise)

NOTES:

- (1) Information Memoranda should **not** raise issues for decision.
- (2) When preparing an Information Memorandum, particularly for the Under Secretary or Secretary, provide relevant supporting legal documentation. If the information being conveyed is based upon an OMB circular or regulatory or statutory language, include that source. It is not necessary to include the full regulation or statute or circular; in most cases, this supporting language should be no more than a few paragraphs.

Sample: Decision Memorandum for the Secretary

(to be dated when signed)

DECISION MEMORANDUM FOR THE SECRETARY

FROM: Name

SUBJECT: [Times New Roman; 12-point; no indent; start 8 lines down from the top of the page]

- I. ACTION-FORCING EVENT: (The nature of the event requiring or suggesting action – and the degree of flexibility associated with it.)
- II. ANALYSIS: (Outline history, current status, possible options and impacts — financial or other public policy considerations.)
- III. RECOMMENDATIONS: (Indicate single recommendation or list options.)
- IV. DECISION:

___Approve ___Approve as amended ___Reject ___No action

(If options are contained in recommendation, indicate options(s) referred to above by placing the appropriate number(s) in the space above.)

NOTES:

(1) Where necessary, tabs may be attached to Decision Memoranda. However, as in the case of other written materials directed to the Secretary, brevity is important. Seldom should a Decision Memorandum be longer than one or two pages, and tabs, whenever possible, should be limited to five or less.

(2) When preparing a Decision Memorandum, particularly for the Under Secretary or Secretary, provide relevant supporting legal documentation. If the justification for a recommended decision is based upon an OMB circular or regulatory or statutory language, include that source. It is not necessary to include the full regulation or statute or circular; in most cases, this supporting language should be no more than a few paragraphs.

Sample: Request for NOAA Leadership Participation in an Event/Meeting

Note: This document is used when seeking participation of NOAA leadership in non-NOAA events.

NOAA EVENT REQUEST

When completed forward to the Office of the Under Secretary, Scott Rayder, Chief of Staff

CCs To: Legislative Affairs, Public Affairs, International Affairs (when appropriate), Program Coordination Office, Decision Coordination Office

EVENT NAME:

EVENT DATE/TIME:

EVENT CITY/STATE:

ORIGINATING OFFICE:

CONTACTS/LEADS:

PROGRAM COORDINATION OFFICE:

LINE/STAFF OFFICE :

PUBLIC AFFAIRS: _____

LEGISLATIVE AFFAIRS OFFICE: _____

LINE/STAFF OFFICE CLEARANCE:

AA, DAA, SO DIRECTOR'S SIGNATURE: _____

DATE OF THIS REQUEST: / /

RECOMMENDATION FOR REPRESENTATION:

___ VADM Conrad Lautenbacher, Jr.	___ Dr. James Mahoney
___ Jack Kelly (Deputy Under Secretary)	___ Timothy Keeney (DAS Oceans)
___ Dr. Bill Brennan (DAS International)	___ Jim Walpole (General Counsel)
Refer to DOC	___ Request denied, return to originator

EVENT DESCRIPTION (2 sentences or less):

CONGRESSIONAL REPRESENTATION (if so, then explain):

HISTORY:

Y or N	Is this the first event of its kind?
Y or N	An annual event?
Y or N	Have we participated before?

AUDIENCE:

MESSAGES for Speaker to Convey:

- 1)
- 2)
- 3)

ROLE of NOAA PARTICIPANT:

☐ Speaker ☐ Attendee ☐ Other (explain)

FORMAT:

☐ Casual ☐ Formal ☐ Round Table ☐ Speech at Podium ☐ Indoors ☐ Outdoors

DRESS: Check one

☐ Business Attire ☐ Black Tie ☐ Business Casual ☐ Field casual (NOAA polo & khakis)

REMARKS DUE BY:

/ /

Please attach any additional information regarding the event.

Note: Action Offices will no longer need to prepare a transmittal memorandum to the Under Secretary, simply attach the event invitation to the request form and submit for AA signature.

Sample: Briefing Summary for Meeting/Event with the Secretary

NOTE: This is one of the few documents prepared for DOC/NOAA that uses different spacing, a different font, and uses boldface for emphasis. It is prepared in 12 point, Times New Roman, single spaced. Also, please note the “Sensitive” notation which applies to the finished document.

MEETING/INTERVIEW WITH, OR NAME OF EVENT

DATE:

TIME:

LOCATION:

FROM: (Indicates the most senior agency/office official that has reviewed and approved document.)

Prepared by: (Identifies **name and telephone** of a knowledgeable individual that the Secretary or senior staff may contact for further information about the event, not necessarily the drafter.)

I. OBJECTIVE/DESIRED OUTCOME OF MEETING

(First and foremost—state up front, very clearly, the most important goal the Secretary should accomplish at this meeting. Identify additional goals the Secretary should accomplish and, if relevant, which individuals the Secretary should be certain to speak with or recognize. Also state competing goals of other meeting/event attendees.)

II. BACKGROUND

(Provides all essential information the Secretary needs for his participation; any additional background should be attached separately, e.g., speeches and bios. Should be no more than 3 bullets.)

III. PARTICIPANTS

(Identifies individual's relevant affiliation(s) and should separate government from non-government participants. Always include the Secretary, referred to as “**YOU**” and include titles.)

IV. PRESS PLAN (Eliminate this section if not required)

(Indicates if event is open or closed to press and, if open, identifies expected press participants and whether there will be a question/answer session with the press.)

V. LIST OF ATTACHMENTS

(Provide CLEAN COPIES of attachments, color if possible. Also, do not submit faxed attachments)

- (1) Talking Points (Source: ...)
- (2) Sequence of Events (Source: ...)
- (3) Additional Background (Source: ...)
- (4) Biographies (Source: ...)

Prepared By: Name/Organization/Telephone Number (This person is the employee that wrote the paper, i.e., the subject matter expert.)

SENSITIVE & PRIVILEGED: DO NOT COPY WITHOUT PERMISSION

Sample: Meeting Request with Deputy Secretary Kassinger

SCHEDULE PROPOSAL

TODAY'S DATE:

TO:

Pat Thorne
Executive Assistant to the Deputy Secretary

FROM:

ACTIVITY:

PURPOSE:

BACKGROUND:

PREVIOUS PARTICIPATION:

DATE & TIME:

DURATION: 15 min___30 min___Other (specify)___

BRIEFING TIME:

LOCATION:

PARTICIPANTS:

OUTLINE OF EVENT:

REMARKS REQUIRED:

MEDIA COVERAGE:

RECOMMENDED BY:

___Accept

___Regret

___Pending

Sample: Meeting Request with NOAA Administrator

Date of Request: _____

Requester: _____ Requester's Phone # _____

Requester's Email Address: _____

Location of Meeting: _____

Meeting Date/Time Preference #1 _____

Meeting Date/Time Preference #2 _____

Duration of the Meeting: _____

Nature of the Meeting: _____

Participants: _____

Expectations from Meeting: _____

Background Material: _____

Equipment Needed: _____

Your Meeting With Admiral Lautenbacher has been scheduled for:

Please e-mail your request to Pat Simms, (Pat.A.Simms@noaa.gov); mail to: HCHB, Room 5128; or fax to (202) 408-9474

7. Assembly of the Correspondence Package. In addition to following procedures for the preparation of the correspondence, the Action Office must properly assemble—or package—the folder.

All correspondence is packaged in manila folders.

7.1 Outside of Folder

(from top to bottom)

- NWS Coordination/Clearance Sheet
- NWS Action Control Sheet

7.2 Inside, Left Side of Folder

(from top to bottom)

- Incoming
- Background Material
- Floppy Disk

All signature folders must include a floppy disk containing **only** the final versions of the correspondence, any attachments, and the clearance/coordination sheet being submitted, as minor edits may occur once the package is submitted to EA. Each document must be saved as a separate file. The file name must clearly identify the file. The disk must have a label affixed to it, identifying the owner of the disk. Secure the floppy disk with a binder clip to the inside bottom edge of the folder.

Staple all material flush with the top of the folder. If bulky, use two binder clips to secure to the top of folder.

If the background material contains more than two separate documents, refer to them individually in the Clearance/Coordination sheet and tab them (e.g., A, B, C, etc.) using blank pages as spacers. The reader should be able to lift up a tab and view the first page of each separate document.

Note: It is no longer necessary to attach an addressed envelope with Congressional packages, as it is now the responsibility of the Action Offices to mail Congressional responses.

7.3 Inside, Right Side of Folder

(from top to bottom)

- If the AA returns correspondence to the Action Office for revision, return the marked-up copy

with the revision. Paper clip it on top of the correspondence for signature.

- Correspondence for signature (first page only under plastic "Executive Correspondence" document protector; a signature tab at each place requiring a signature).
- Attachments/enclosures.

The above items should be paper clipped, or binder clipped if bulky, flush with the top of the folder, under the attachments/enclosures.

- Fax and e-mail coordination messages (e.g., GCW, LAW, Regions).

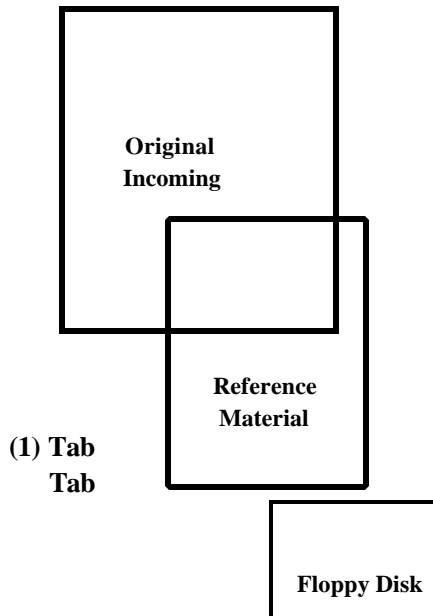
Staple the coordination documentation flush with the top of the folder separated from the attachments/enclosures using tabs. If it is bulky, include it with the outgoing response under two binder clips. Identify the coordinators by either using tabs or by writing the coordinator's routing code at the lower right-hand corner of the first page of the e-mail or fax.

NOTE: Only the most recent version of the letter/memo should be included in the folder. No file copy or prior revisions prepared in the Action Office should be included. However, comments made on prior revisions by the Office Director or coordinators (e.g., Regions, GCW, LAW) should be included. The author of all comments should be identified.

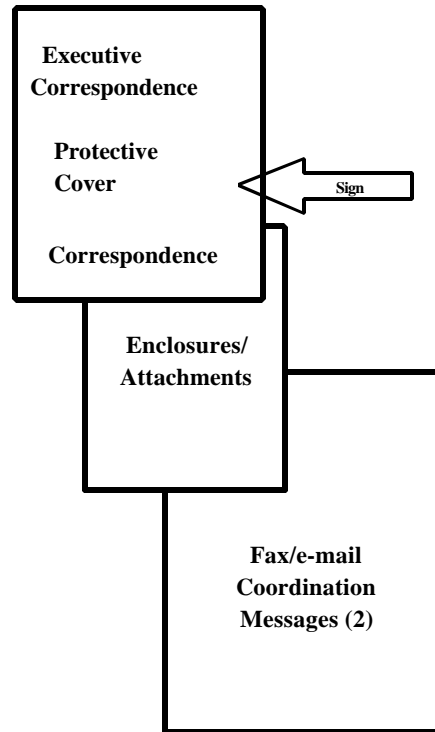
See the following graphic for additional guidance on packaging the signature folder.

ASSEMBLY OF SIGNATURE FOLDER

Left Side of Inside Folder

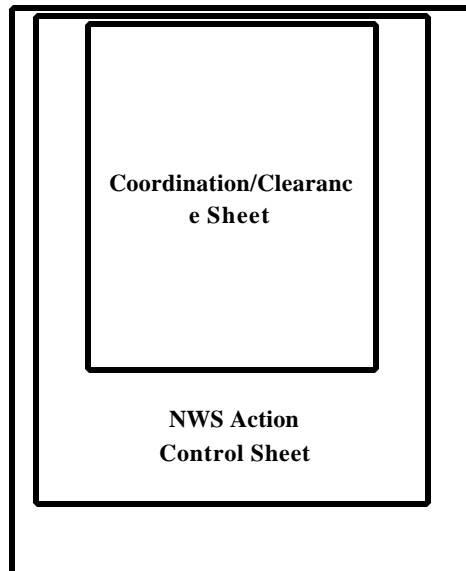


Right Side of Inside Folder



NOTES: (1) tabs for background material are placed on blank sheets of paper used as spacers; (2) The fax and e-mail coordination messages are stapled flush with the bottom of the folder.

Front of Folder



8. Models of Address and Salutations. The following examples reflect the appropriate model of address for a specific category. Place "The" before the title "Honorable." Do not place "U.S." before House of Representatives.

The President of the United States, the Vice President of the United States, the President of the Senate and the Speaker of the House are always addressed formally.

A. The President

The President
The White House
Washington, D.C. 20500

Dear Mr. President: (or) Dear Madam President:

Respectfully,

B. The Vice President

The Vice President
The White House
Washington, D.C. 20500

Dear Mr. Vice President: (or) Dear Madam Vice President:

C. President of the Senate

The Honorable (Name)
President of the Senate
Washington, D.C. 20510

Dear Mr. President: (or) Dear Madam President:

D. Speaker of the House

The Honorable (Name)
Speaker of the House of Representatives
Washington, D.C. 20515

Dear Mr. Speaker: (or) Dear Madam Speaker:

E. United States Senator

The Honorable (Name)
United States Senate
Washington, D.C. 20510

Dear Senator (Name):

F. Committee Chairman (Senate)

The Honorable (Name)
Chairman/Chairwoman, Committee on Commerce,
Science and Transportation
United States Senate
Washington, D.C. 20510

Dear Mr. Chairman: (or) Dear Madam Chair:

G. Subcommittee Chairman (Senate)

The Honorable (Name)
Chairman/Chairwoman, Subcommittee on Science,
Technology, and Space
Committee on Commerce, Science
and Transportation
United States Senate
Washington, D.C. 20510

Dear Mr. Chairman: (or) Dear Madam Chair:

H. U.S. Representative (House)

The Honorable (Name)
House of Representatives
Washington, D.C. 20515

Dear Representative (Name):

I. Committee Chairman (House)

The Honorable (Name)
Chairman/Chairwoman, Committee on Appropriations
House of Representatives
Washington, D.C. 20515

Dear Mr. Chairman: (or) Dear Madam Chair:

J. Subcommittee Chairman (House)

The Honorable (Name)
Chairman/Chairwoman, Subcommittee on Commerce,
Justice, State, the Judiciary,
and Related Agencies
Committee on Appropriations
House of Representatives
Washington, D.C. 20515

Dear Mr. Chairman: (or) Dear Madam Chair:

K. Member of the House of Representatives (Response to District Office)

The Honorable (Name)
Representative in Congress
(District office address as it appears on letterhead)

Dear Representative (Name):

L. Member of the Senate (Response to District Office)

The Honorable (Name)
United States Senator
(District office address as it appears on letterhead)

Dear Senator (Name):

M. Cabinet Member

The Honorable (Name)
Secretary of (Name)
Washington, D.C. (Zip)

Dear Mr. Secretary: (or) Dear Madam Secretary:

N. Governor

The Honorable (Name)
Governor of (State)
(City, State, Zip)

Dear Governor (Name):

O. Lieutenant Governor

The Honorable (Name)
Lieutenant Governor of (State)
(City, State Zip)

Dear Mr. (Name): (or) Dear Ms. (Name):

P. Mayor

The Honorable (Name)
Mayor of (City)
(City, State Zip)

Dear Mayor (Name):

Q. Ambassador (American Ambassador in Foreign Country)

The Honorable (Name)
American Ambassador
(City, Country)

Dear Mr. Ambassador: (or) Dear Madam Ambassador:

R. Ambassador (Foreign Ambassador in the United States)

His/Her Excellency (Name)
Ambassador of (Name of Country)
Washington, D.C. (Zip)

Dear Mr. Ambassador: (or) Dear Madam Ambassador:

S. Minister (Foreign Minister)

His/Her Excellency (Name)
Minister of (Department)
Country

Dear Mr. Minister: (or) Dear Madam Minister:

The Uniformed services are: U.S. Army (USA), U.S. Air Force (USAF), U.S. Coast Guard (USCG), U.S. Marine Corps (USMC), U.S. Navy (USN), U.S. Public Health Service (USPHS), and the NOAA Corps.

Examples of Use of Commissioned Rank in Address and Salutation

In Address Block

Salutation

Admiral John Doe, USN	Dear Admiral Doe:
Vice Admiral John Doe, USN (Ret.)	Dear Admiral Doe:
Rear Admiral John Doe, USCG (Ret.)	Dear Admiral Doe:
Rear Admiral Mary Doe, NOAA	Dear Admiral Doe:
Captain John Doe, Jr., USPHS	Dear Captain Doe:
Commander John Doe II, USCG	Dear Commander Doe:
Lieutenant Commander John Doe, USN	Dear Commander Doe:
Lieutenant John Doe, USN	Dear Lieutenant Doe:
Lieutenant (jg) John Doe, NOAA	Dear Lieutenant Doe:
Ensign John Doe, NOAA	Dear Ensign Doe:
Major General John Doe, USAF	Dear General Doe:
Brigadier General John Doe, USAF	Dear General Doe:

Some salutations drop part of the rank. Vice Admiral and Rear Admiral become Admiral; Lieutenant Commander becomes Commander, and Lieutenant (jg) becomes Lieutenant. Other uniformed services drop part of the rank also.

9. Effective Written Communication. This section provides some editorial rules to follow when preparing NWS/NOAA/DOC correspondence. The purpose of editorial rules is to assure consistency. Inconsistencies detract from the quality of a document.

This is not an exhaustive list of grammatical and style rules. See the Appendixes for a list of resources all writers and support staff should have at hand.

EACH LINE/STAFF/OFFICE WILL SPELL-CHECK AND PROOFREAD ALL DOCUMENTS BEFORE SUBMITTING THEM TO EXECUTIVE AFFAIRS.

9.1 Abbreviations. When used as a noun, United States should be spelled out; when used as an adjective, it should be abbreviated.

While touring the United States, he visited Washington, D.C., and sat in on a session of the U.S. Supreme Court.

9.2 Acronyms. Type the entire phrase the first time it appears, followed by the acronym in parentheses; then use only the acronym in the text following. Do not put the acronym in parentheses after the spelled out phrase if the acronym is not used again.

Example:

NOAA's National Environmental Satellite, Data, and Information Service (NESDIS) is a Line Office within the National Oceanic and Atmospheric Administration; NESDIS operates the National Climatic Data Center. (The "National Oceanic and Atmospheric Administration" and the "National Climatic Data Center" will not be used again in this report; therefore, no acronyms are used.)

9.2.1 Plurals of Acronyms: An apostrophe is not used to indicate the plural of an acronym.

Examples: There are 122 WFOs.
The MICs agreed on the plan.
Have the FMCs submitted documents?

9.2.2 Possessives of Acronyms: An apostrophe is used to indicate the possessive form of an acronym.

Examples: WFO's staffing MIC's duties FMC's budget ceilings

NOTE: Do not include the *s* or *'s* in the parentheses with the acronym when using an entire phrase as a plural or possessive.

Example: NOAA's National Weather Service's (NWS) policy is ... The NWS established this policy ... Meteorologists in Charge (MIC) follow this policy ...

9.2.3 Acronym Choices: Listed below are words or phrases where a choice of acronyms is permitted. The rule is consistency, i.e., the acronym used for that word or phrase must be consistent throughout the document.

Examples:

electronics technician	use el tech or ET
Silver Spring Metro Center	use SSMC2 or SSMCII
Building 2	

9.3 Capitalization.

Capitalize "Federal," only when using it in a name or as an adjective synonymous with the United States.

Capitalize "Government," and "Federal Government" when referring specifically to the U.S. Government.

Do not capitalize the word "Nation" unless it is part of a formal name. Do not capitalize national, unless it is used as a proper noun.

Capitalize "State" when it refers to a State as a unit of government.

Capitalize words relating to the U.S. Congress.

House of Representatives	the House
U.S. Senate	the Senate
Members of Congress	the 95th Congress
the Committee (specific committee)	

Congressional is not capitalized (per GPO Style Manual).

Capitalize Headquarters when referring to NWS Headquarters of Eastern Region Headquarters; however, use lower case when using the term generically, such as regional headquarters.

Capitalize compass points when they refer to a geographical region or a street name, but they are lowercase when they refer to simple direction.

Examples (region or name):

out West up North Long Island's North Shore the East

Examples (simple direction):

west of the Rockies the west coast of Florida southern California

Use initial caps when used with a name (as a title), "Meteorologist in Charge John Smith"; but use lower case when using the term generically, such as, "The meteorologist in charge will administer NWS policies. The same rule applies for OIC and HIC.

Capitalize the abbreviations for fiscal year, but not the term itself.

Correct: fiscal year, FY 02, fiscal year 2002 and FY 2002

Incorrect: Fiscal Year, FY '02, Fiscal Year 2002, Fiscal 02
(Note: Do not use apostrophe for year designation)

The same rules apply to CY 02, calendar year 2002 and CY 2002.

9.4 Comma Use commas to:

- a. separate city from state, including comma after the name of the state.
- b. set off the year when both month and day precede it.

Example:

He moved to Tulsa, Oklahoma, on May 1, 1994, and lived there for two years.

- c. separate a person's name and title.

Example:

NOAA will be represented at the meeting by Thomas Jefferson, Assistant Secretary for Oceans and Atmosphere, and by George Washington, Deputy Under Secretary for Oceans and Atmosphere.

- d. separate words, phrases, or clauses in a series with a coordinating conjunction before the last member of the series. Per the GPO Style Manual, include a comma before the conjunction.

Example:

Funds are available to revise the programming study, but the cost, schedule, and space allocation must be reviewed.

Do not use a comma to separate the month from the year when the day is not given.

Example:

The reorganization was implemented in October 2000.

9.5 Compound Words. Be careful with compound words. Make sure you're hyphenating only when appropriate, and double-check to determine if you should use one word or two. It's helpful to figure out which part of speech you need before you decide which word(s) to use.

Examples:

Back-up: compound adjective

I asked for a **back-up** disk.

Backup: compound noun

My **backup** edits correspondence when I am on leave.

Back up: verb phrase

When working on a large document, it's best to **back up** the file often.

Off site: prepositional phrase

The conference will be held **off site**.

Off-site: adjective

The conference will be held at an **off-site** location.

9.6 Dash. An em dash—or a pair of dashes—is used to segregate material completely:

- To mark a sudden break or abrupt change in thought
- To indicate an interruption or an unfinished word or sentence
- To clarify a meaning (instead of using commas or parentheses)

Omit the spaces before and after the dashes.

Example:

These are shore deposits—gravel, sand, and clay—but marine sediments underlie them.

9.7 Hyphen. Use a hyphen between elements of a compound modifier when placed in front of the noun. There is no hyphen if the modifier is after the noun.

Example:

a Government-wide distribution
but
the distribution was Government wide

Do not hyphenate the last word in a paragraph, the last word on a page, or the last word on two consecutive lines.

Do not hyphenate proper nouns or company titles.

9.8 Quotations, Commas, and Periods. The comma and the period are placed inside the quotation marks; the semicolon and the colon fall outside the quotation marks. The question mark and the exclamation point fall within the quotation marks when they refer to the quoted matter only; they fall outside when they refer to the whole sentence.

9.9 Gender-Free Terminology for All NOAA Documents. Since the English language lacks a generic singular pronoun, “he” and the possessive “his” have customarily been used in expressions such as “Each student should bring his permission slip.” It is possible—and desirable—to minimize, if not altogether eliminate, this usage. For example:

- a. Use the singular but non-possessive form: “Each student should bring a permission slip.”

- b. Recast in the plural: "All students should bring their permission slips."
- c. Replace masculine pronouns with employee, person, applicant, etc. (and possessive form when appropriate): "Instruct each student to bring the student trip permission slip."

Use occupational and functional designations that are gender-free whenever possible. For example, use:

artificial	NOT	man made
business executive	NOT	businessman, businesswoman
chair, presiding officer, leader, moderator	NOT	chairman, chairwoman
council member, councilor	NOT	councilman, councilwoman
four-member commission	NOT	four-man commission
hours worked, work-hours, staff hours	NOT	man-hours
humanity	NOT	mankind
Member of Congress	NOT	Congressman, Congresswoman
personnel, worker, work force	NOT	manpower
police officer	NOT	policeman, policewoman
reporter	NOT	newsman

9.10 **"THAT".** There are times when the conjunction "that" is necessary and appropriate; but, most of the time clarity can be achieved without it. Re-read your sentences without the "that." If the meaning is still clear, you don't need "that."

Example:

The meteorologist predicted that we'd have four inches of snow.

The meteorologist predicted we'd have four inches of snow.

9.11 **"THAT" versus "WHICH".** "That" defines and restricts; "which" is explanatory and nonrestrictive...

The faucet that drips is in the basement.

The faucet, which drips badly, also needs attention.

The lawn mower that is in the garage... (Tells which one.)

The lawn mower, which is broken, is in the garage.

(Adds a fact about the only mower in question.)

9.12 **Word Division.** Words are divided only between syllables. Please consult the dictionary.

Do not separate a title from a person's name.

Incorrect

For the position of Director, I am nominating Mr.
Shackleford.

Correct

For the position of Director, I am nominating
Mr. Shackleford.

In proper names, avoid separating the first name from the last name. If it cannot be avoided, separate it after the middle initial.

In listing a date, never divide the month from the day.

Incorrect

We will be pleased to meet with the group on June
13, 1994.

Correct

We will be pleased to meet with the group on
June 13, 1994.

10. General Guidance - Preferred Style.

- In the address of the letter, spell out the name of the state. When writing Washington, D.C., be sure to include the periods.
- The first sentence should be "Thank you for your letter [include date if appropriate] regarding (not concerning)..." followed by a brief description of the subject of the incoming letter.
- Refer to the date of the incoming letter in responses prepared for signature by the AA or DAA. However, do not refer to the date of the incoming letter in responses prepared for signature at the NOAA or DOC levels.
- If the signer of the letter is not the addressee of the incoming, acknowledge the addressee in the response. For example, a letter addressed to the Secretary of Commerce with a response being signed by the Under Secretary should say, "Thank you for your letter to Secretary (Name) regarding...."
- Keep letters and memoranda to one page whenever possible. If necessary, use an attachment or an enclosure to relay information. If the letter must be more than one page, beginning with page

2, type the number centered on the top line of the page. Type only the number—do not use dashes or parentheses. Begin the body of correspondence four lines down from page number.

- Do not apologize. Do not use "I regret..." or "I am sorry...."
- Avoid "I want to assure you...." and "Please be assured...."
- Do not repeat the incoming correspondence in the response.
- Do not refer to the writer by name in the body of the letter.
- Do not state too many "thank you's" in the letter. For example, after stating in the opening sentence, "Thank you for your letter regarding...", do not say "Thank you for your interest" in the last paragraph. Although it is appropriate to let the writer know that we appreciate his interest by stating: "Your interest in NOAA's National Weather Service is appreciated."
- The first and last paragraphs may be one sentence. All other paragraphs in the body of the letter must be more than one sentence.
- Use plain English—avoid cumbersome, overstated, and redundant words and phrases. Make your point early in the letter or memorandum.
- Use the precise word or phrase.

datum (singular) - data (is established both as a singular and as a plural noun)

criterion (singular) - criteria (plural)

subsequent means after, not before

different from, not different than

insure means to guarantee against financial loss

ensure means to make sure or certain (although insure and ensure share the same meaning, this usage is preferred.)

affect means to influence; to act upon; to alter; to assume; to adopt

effect means to cause to come into being; to accomplish

- When using "headings" in a report or letter, do not type the heading at the bottom of the page with the text on the following page. Instead, go to the next page and type the heading followed by the text.

- When referring to a NWS forecast office, use "Lake Charles Office" rather than "WFO Lake Charles."

APPENDIX A: Correspondence Preparation Checklist

CORRESPONDENCE FORMAT

- G Have you used the correct stationery?
- G Have you used the proper font and point size?
(Times New Roman font, 12-point)
- G Is correspondence properly placed on page?
(centered on the page for a letter; started 8 line down from the top of the page for memo)
- G Have you spell-checked and proofread the correspondence?

PACKAGING

Front of folder:

- G Fully completed Coordination Cover Sheet attached?
- G All clearances obtained?

Inside left of folder:

- G Incoming attached?
- G Background material attached and tabbed?
(Tab A, B, etc., each on blank sheet)
- G Floppy disk attached?

Inside right of folder:

- G Original letter/memo under document protector and clipped to folder?
- G A "Sign Here" tab placed where signature requested?
- G Enclosure/attachment clipped under original response?
- G Clearances (e-mails/faxes) identified and stapled to folder?

APPENDIX B: Grammar Usage and Style Resources

This Manual is just one of several resources anyone who prepares or reviews NWS correspondence should have at hand. The manuals and other resources listed below are strongly recommended.

- The *U.S. Government Printing Office Style Manual*. There is an updated, online version published in 2000.
<http://www.access.gpo.gov/styleman/2000/browse-sm-00.html>
- *The Gregg Reference Manual (9th Ed.)* is one of the best references for anyone who writes, edits, or prepares documents. *Gregg* covers all the basics of grammar, style, and usage. It's a must-have for all of us.
- A recommended dictionary is *Merriam-Webster's Collegiate Dictionary (10th Ed.)*. As a companion book, *The Original Roget's International Thesaurus (5th Ed.)* is suggested.
- If you prepare or review correspondence containing many geographical references, *Webster's New Geographical Dictionary* will be valuable.
- An outstanding tool for writers is *The Tongue and Quill*, published by the Air Force. This reader-friendly, comprehensive guide to communication has the answers to most of your questions on writing, editing, and formatting.

<http://afpubs.hq.af.mil/pubs/publist.asp?puborg=AF&series=33>

(Click on publication AFH33-337. This is a very large document, and you will need Adobe Reader to view it.)

APPENDIX C: Standardized Distribution Lists

The standardized distribution lists have been developed so that no one will be omitted when distributing copies. Note: the Distribution Lists are based on position; individual personnel are subject to change between Manual updates.

NWS EXECUTIVE COMMITTEE

W - David Johnson
 Wx1 - John Jones
 W/OS - Gregory Mandt
 W/OST - Jack Hayes
 W/ER - Dean Gulezian
 W/CFO - Vacant
 W/CIO - Paul Chan
 W/CR - Dennis McCarthy

W/PR - Jeff LaDouce
 W/NP - Louis Uccellini

AA STAFF OFFICES

W/EEO - Hope Hasberry (Acting)
 W/IA - Rob Masters
 W/SP - Ed Johnson
 W/COM - Randee Exler

CORPORATE BOARD

W - David Johnson
 Wx1 - John Jones
 W/CFO - Vacant
 W/CIO - Paul Chan
 W/SP - Ed Johnson
 W/OS - Gregory Mandt
 W/OHD - Gary Carter
 W/OST - Jack Hayes
 W/OPS - John McNulty
 W/ER - Dean Gulezian
 W/SR - Bill Proenza
 W/CR - Dennis McCarthy
 W/WR - Vickie Nadolski
 W/AR - Laura Furgione (Acting)
 W/PR - Jeff LaDouce
 W/NP - Louis Uccellini

CHAIN OF COMMAND

W - David Johnson
 Wx1 - John Jones
 W/CFO - Vacant
 W/OST - Jack Hayes
 W/OS - Gregory Mandt
 W/OPS - John McNulty
 W/OHD - Gary Carter
 W/CR - Dennis McCarthy

ALL ELEMENTS:

W - David Johnson
 Wx1 - John Jones
 W/CFO - Vacant
 W/CIO - Paul Chan
 W/EEO - Hope Hasberry (Acting)
 W/IA - Rob Masters
 W/SP - Ed Johnson
 W/COM - Randee Exler
 W/OS - Gregory Mandt
 W/OST - Jack Hayes
 W/OHD - Gary Carter
 W/OPS - John McNulty
 W/ER - Dean Gulezian
 W/SR - Bill Proenza
 W/CR - Dean McCarthy
 W/WR - Vickie Nadolski
 W/AR - Laura Furgione (Acting)
 W/PR - Jeff LaDouce
 W/NP - Louis Uccellini

OFFICE DIRECTORS

W/CFO - Vacant
 W/CIO - Paul Chan
 W/OS - Gregory Mandt
 W/OST - Jack Hayes
 W/OHD - Gary Carter
 W/OPS - John McNulty

REGIONAL DIRECTORS

W/ER - Dean Gulezian
 W/SR - Bill Proenza
 W/CR - Dennis McCarthy
 W/WR - Vickie Nadolski
 W/AR - Laura Furgione (Acting)